



# FRASER VALLEY REGIONAL DISTRICT 2023-2026 STRATEGIC PLAN



## MESSAGE FROM THE CHAIR

It is my privilege to present the Fraser Valley Regional District's 2023-2026 *Strategic Plan*. The *Strategic Plan* sets out four themes to guide the Regional District's use of resources in the current term:

- > Climate and Environment
- > Growth Management
- > Indigenous Relationships
- > Wellness and Prosperity

Priorities are identified under each theme, as are some specific actions for the Regional District to take. The themes, priorities and actions were developed by the full Board, supported by senior staff, at a facilitated one and one-half-day planning session in the Village of Harrison Hot Springs in the spring of 2023.

The focus of the *Strategic Plan* is the broader regional community. The themes, priorities and actions reflect the needs and interests of all jurisdictions, including those from member municipalities and electoral areas. Local service priorities and issues specific to the electoral areas are important for the Regional District to acknowledge and take action on as the local government for the unincorporated communities. These local priorities and actions, however, will be identified by Electoral Area Directors through the annual financial plan process.





The *Strategic Plan* begins with statements on Reconciliation as well as Climate Action. The Board feels that these issues need to be presented as lenses through which the Board will consider matters. The Board's commitment to Reconciliation, and its responsibilities related to climate and environment, will help inform our decisions and actions taken by the Regional District.

At the spring strategic planning session, Directors demonstrated an understanding that collective action involving the FVRD's member jurisdictions, the Indigenous governing bodies in the Fraser Valley, and other existing and potential partners is critical to efforts aimed at tackling the challenges facing the region today and in the coming years. Collective action, it was also recognized, is essential to the Regional District's ability to pursue and capitalize on the opportunities before it. The Board's commitment to such action, and to the broader regional community, is exciting and important. It will position the Fraser Valley for success moving forward.

Sincerely,

Jason Lum  
Chair





## VISION FOR THE FRASER VALLEY

The people who live in the Fraser Valley enjoy an enviable quality of life in a region characterized by proactive growth management, economic and social prosperity, cultural richness, immense natural beauty, a commitment to sustainability and a vibrant agricultural sector. The communities that comprise the region are welcoming to people at all stages in life, from all backgrounds.



## RECONCILIATION

We are committed to establishing partnerships with the Stó:lō, Sts'ailes, Nlaka'pamux and St'at'imc Peoples based on trust, respect and openness in the spirit of reconciliation. Reconciliation requires that we recognize past wrongdoings, work to build more collaborative and inclusive systems, and dedicate the resources necessary to make meaningful change.

We acknowledge that the lands and waters within the area we identify as the Fraser Valley Regional District have been home to Indigenous Peoples since time immemorial. We affirm our respect for the history, traditions and cultural heritage of Indigenous Peoples, and our commitment to listen, learn and collaborate on opportunities to build a strong and resilient region for everyone.

Reconciliation is fundamental to the *United Nations Declaration on the Rights of Indigenous Peoples*, and to *British Columbia's Declaration on the Rights of Indigenous Peoples Act*. Reconciliation will serve as a lens through which we consider issues, and will help to inform our decisions and actions taken.

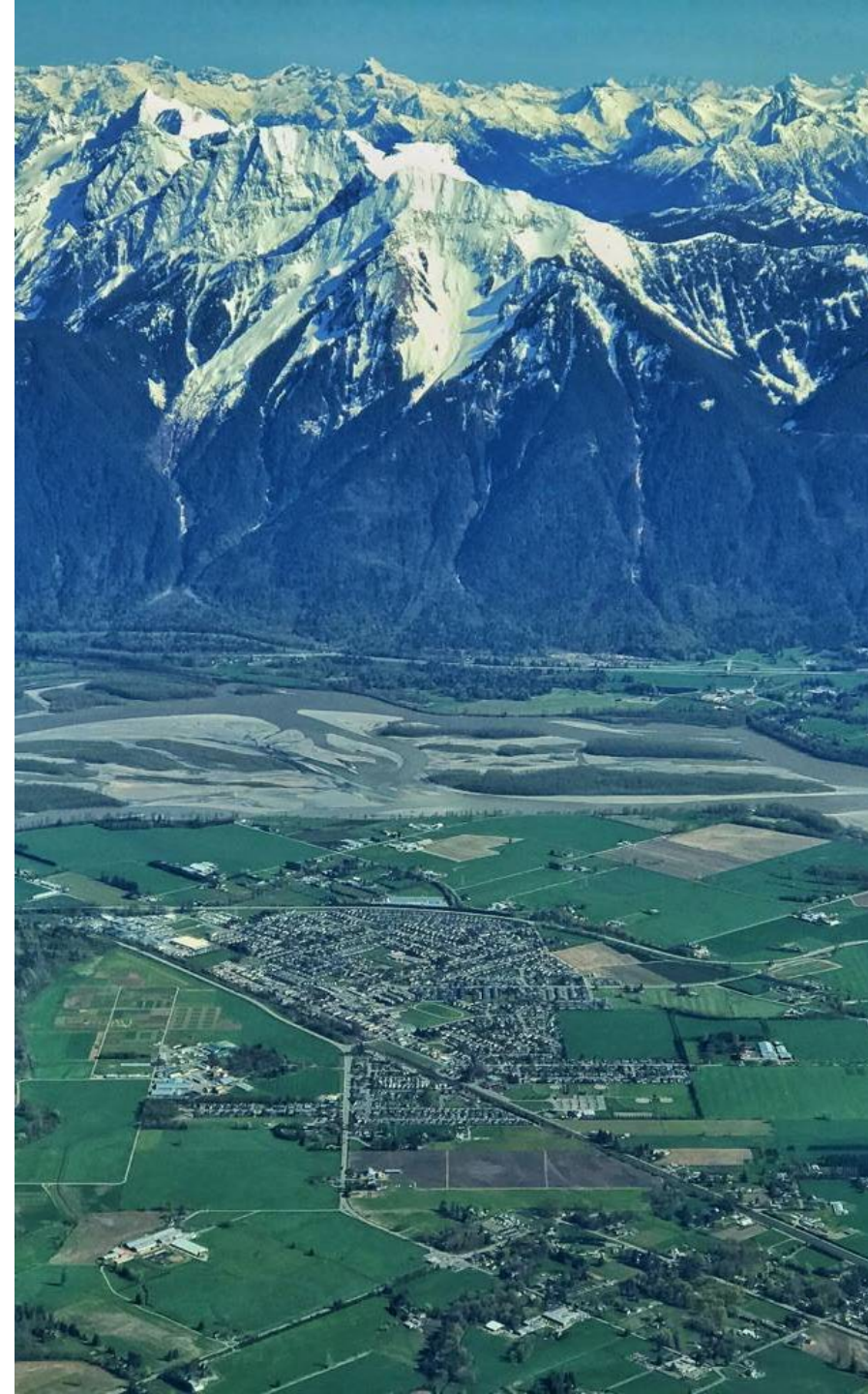




## FVRD AND CLIMATE ACTION

We recognize that climate change is a local, regional and global challenge that is affecting the Fraser Valley in significant ways. Extreme weather events and environmental disasters are already more common than in past years, as are hotter and drier summers that stress our ecosystems. Strong action to reduce greenhouse gas emissions is required to protect our communities, and the nature that surrounds them, from further extremes. Concerted efforts are needed, as well, to bolster the resiliency of our infrastructure, food-producing agricultural lands, and natural assets, and to help our region adapt, to unavoidable changes that are already being experienced.

The imperative to curb greenhouse gas emissions, reduce our footprint and build resiliency is another lens through which we will consider the issues before us. Climate action and environmental protection will help inform what we do as a Regional District.



## THE BOARD'S PRIORITIES

The FVRD's priorities, identified by the Board of Directors, speak to the changes the Board intends to make, efforts the Board will undertake, and outcomes the Board wishes to achieve for the regional community. The priorities will guide the use of the Regional District resources, including funds, staff, time and energy. For the *2023-2026 Strategic Plan*, the Board has organized its priorities under four themes:

- > Climate and Environment
- > Growth Management\*
- > Indigenous Relations
- > Wellness and Prosperity

With input from senior staff, the Board has also identified several of the key actions the FVRD will take in support of the priorities. Actions may involve the Board but will be driven by the Regional District's staff under the direction of the Chief Administrative Officer. Over the term of the *Strategic Plan*, the lists of actions will expand in response to needs and opportunities. Quarterly reports on progress made on the actions, and in support of the priorities, will be provided to the Board with progress measures proposed by staff.

The themes, priorities and actions are presented in the pages that follow.

\* Includes Regional Transportation





## CLIMATE AND ENVIRONMENT

### PRIORITIES

#### Reduce Corporate GHG Emissions

The FVRD will reduce greenhouse gas (GHG) emissions attributable to FVRD operations, including its facilities, vehicles and equipment, and work processes.

- Actions**
- > Create an FVRD *Corporate Climate Action Plan* to reduce the FVRD's own GHG emissions, and to enhance the resiliency of the Regional District's infrastructure and assets





## CLIMATE AND ENVIRONMENT

### PRIORITIES

#### Reduce Region-wide GHG Emissions

The FVRD will work with member municipalities and electoral areas, Indigenous governing bodies, the Province of British Columbia and others to set and achieve region-wide GHG emission reduction targets.

- Actions**
- > Lead the development of a regional *Climate Action Plan* through a collaborative process that includes member municipalities and electoral areas, Indigenous governing bodies, the governments of British Columbia and Canada, and the community
  - > Conduct measurements of regional GHG emission levels and develop a tool to keep emission inventory updated





## CLIMATE AND ENVIRONMENT

### PRIORITIES

#### Enhance Resiliency to Climate Change

The FVRD will collaborate with member municipalities and electoral areas, Indigenous governing bodies, the governments of British Columbia and Canada, and others to identify and implement initiatives aimed at enhancing the region's resiliency and capacity for adaptation in the face of unavoidable climate change.

- Actions**
- > Advocating in collaboration with member municipalities, electoral areas, and Indigenous governing bodies for ongoing investments aimed at enhancing infrastructure and community resiliency in the face of climate-related events
  - > Develop a *Climate Change Adaptation Strategy* for the region





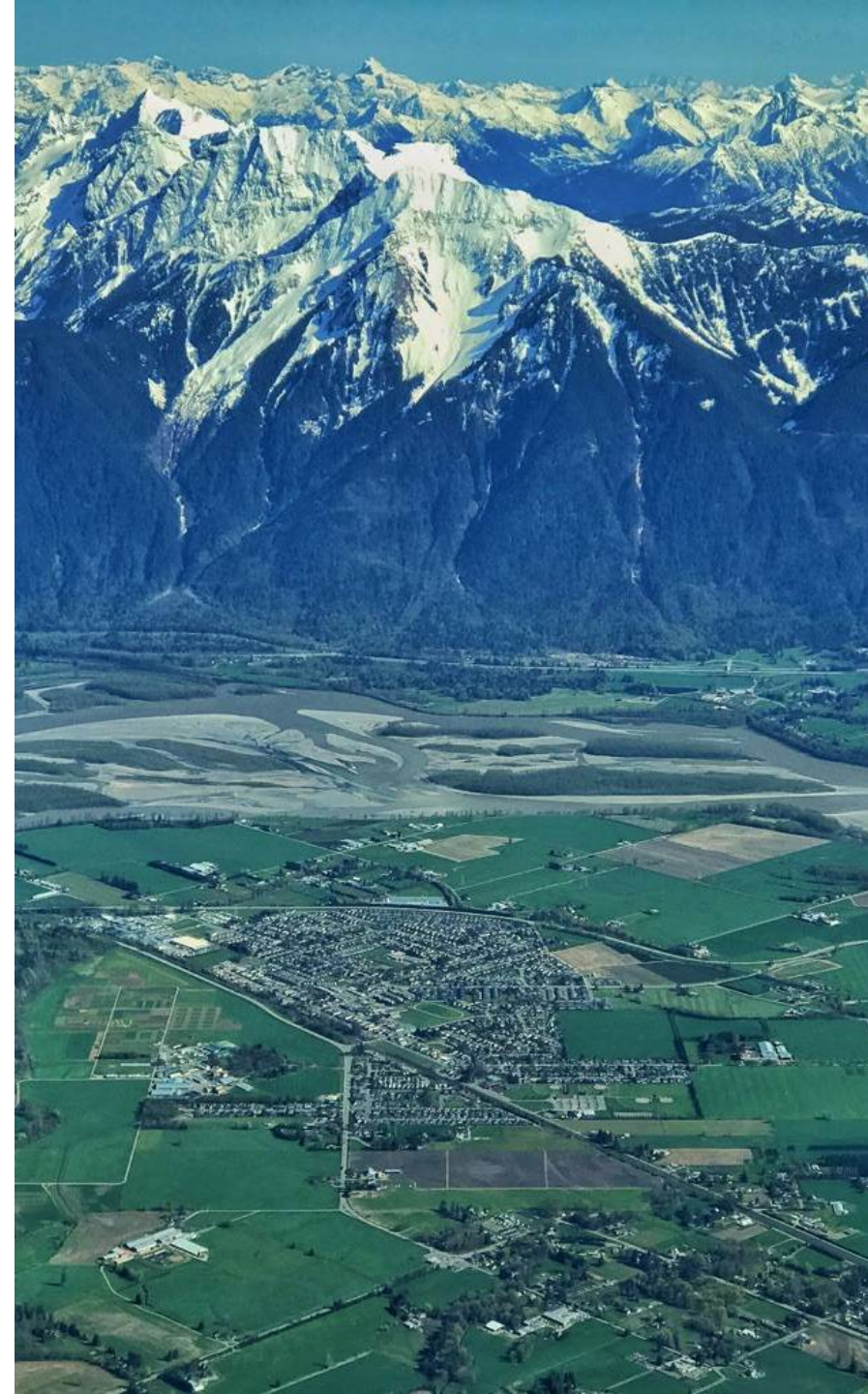
## CLIMATE AND ENVIRONMENT

### PRIORITIES

#### Provide Safeguards Against Flooding and Related Issues

The FVRD, in collaboration with its member, municipalities and electoral areas will make and advocate for investments in flood protection aimed at safeguarding communities, farms and farmlands, and infrastructure.

- Actions**
- > Identify and examine options for addressing concerns related to inter-jurisdictional deposition of soils in the Fraser Valley
  - > Work with the Hatzic Watershed Stewardship Team to develop a plan that will improve community resiliency
  - > Work with the Lower Coquihalla Flood Table to develop strategies to address future flooding within the Lower Coquihalla watershed





## CLIMATE AND ENVIRONMENT

### PRIORITIES

#### Improve Air Quality

The FVRD will continue to pursue the vision set out in the 2021, ten-year *Air Quality Management Plan* – namely, healthy air and clear vistas that support a vibrant and sustainable region.

**Actions** > Implement the *Air Quality Management Plan*

#### Protect Biodiversity

The FVRD will take steps, in collaboration with municipalities, electoral areas, Indigenous governing bodies, the Province of British Columbia and other agencies, to protect and regenerate the region's sensitive ecosystems, natural assets, biodiversity.

**Actions** > Develop a *Park Land Acquisition Strategy* and fund

> Expand the FVRD Regional Parks' interpretive program to provide enhanced education for visitors





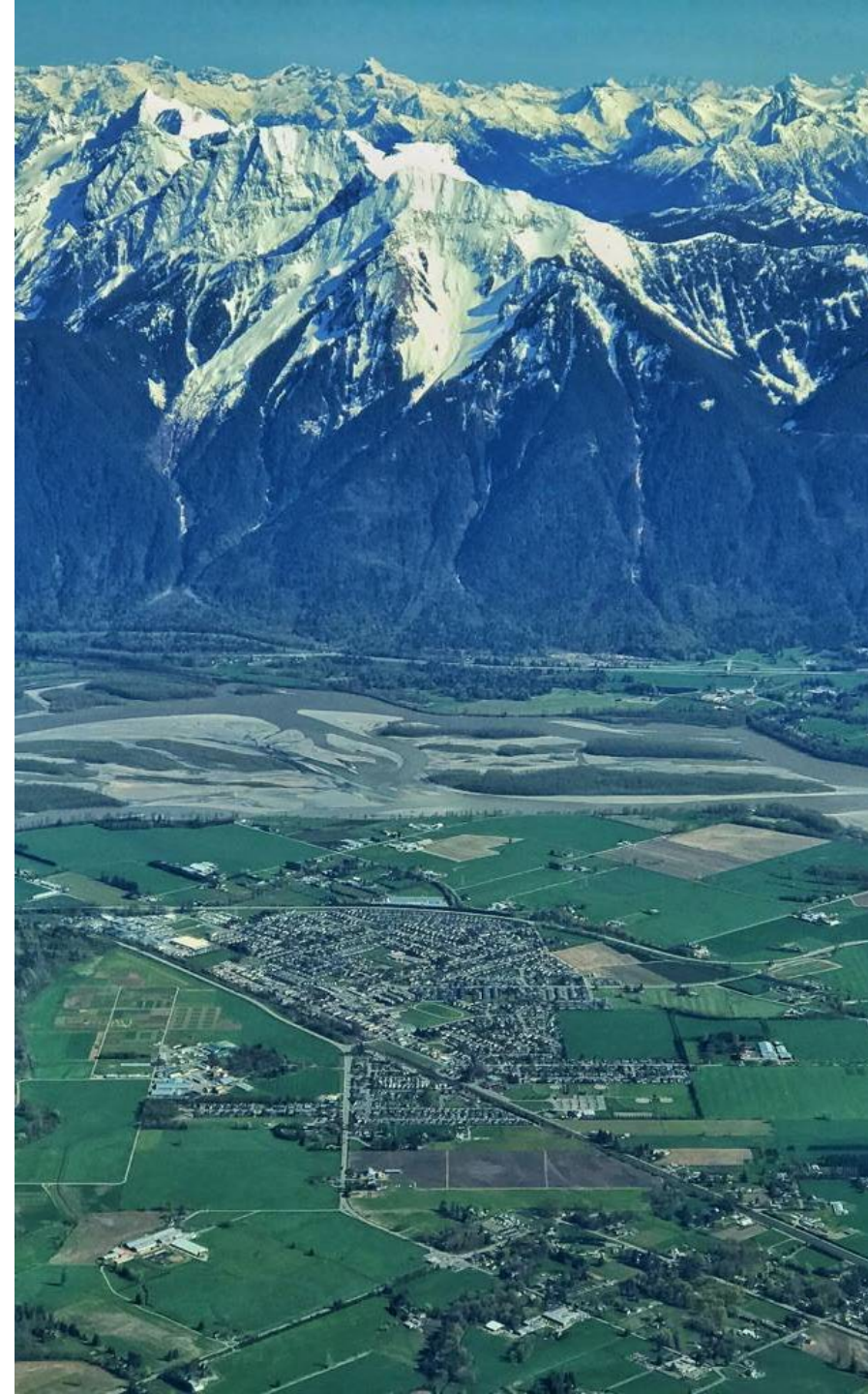
## CLIMATE AND ENVIRONMENT

### PRIORITIES

#### Support Zero Waste

The FVRD will develop, in collaboration with member municipalities, electoral areas, Indigenous governing bodies and others, strategies that lead to Zero Waste.

- Actions**    > Initiate the process to update the FVRD's *Solid Waste Management Plan*





## GROWTH MANAGEMENT

### PRIORITIES

#### Promote Regional Growth Management Goals

The FVRD will work with member municipalities and electoral areas, Indigenous governing bodies and provincial agencies to implement the *Regional Growth Strategy* and build strong support for its vision, goals and actions.

- Actions**
- > Advocate through the Chair & Mayors Committee, and in collaboration with partners, for investments in housing solutions and for the protection and optimization of employment and industrial lands
  - > Initiate Regional Planning Labs for staff of the FVRD, municipalities and Indigenous governing bodies, to examine growth-related matters and to develop coordinated approaches and resources





## GROWTH MANAGEMENT

### PRIORITIES

#### Increase the Regional Supply of Attainable Housing

The FVRD will work with member municipalities and electoral areas, Indigenous governing bodies, housing agencies and others to coordinate efforts aimed at increasing the supply of attainable housing.

- Actions**
- > Advocate to the Province of British Columbia for investment in affordable housing projects, and the infrastructure required to support them, in the FVRD's electoral areas and member municipalities

#### Protect Regional Inventory of Industrial and Employment Lands

The FVRD will work with member municipalities and electoral areas, Indigenous governing bodies and others to protect – and, where possible, enhance – the supply of industrial and employment lands throughout the region.

- Actions**
- > Create a *Regional Industrial Lands Inventory* to inform discussion on the protection of industrial and employment lands, including potential lands, in anticipation of growth pressure moving eastward from Metro Vancouver





## GROWTH MANAGEMENT

### PRIORITIES

#### Support Agriculture and Protect Agricultural Lands

The FVRD will work with member municipalities and electoral areas, Indigenous governing bodies, farmers and producers to support agriculture in the Fraser Valley, and to protect the region's agricultural lands from urban development, urban-rural interface challenges, and other growth-related pressures.

- Actions**
- > Support the development of agricultural innovation that aligns with the goals in the *Air Quality Management Plan*, including the advancement of anaerobic digesters in the Fraser Valley
  - > Work with member municipalities and electoral areas, Indigenous governing bodies and the Province of British Columbia to monitor and manage the spread of established invasive weeds such as chervil and tansy ragwort, and to identify and eradicate newly-introduced noxious weeds in the region
  - > Work with municipalities, electoral areas, farmers and farm-based agencies to increase public awareness of agriculture in the region, and to encourage local food production.





## GROWTH MANAGEMENT

### PRIORITIES

#### Support Agriculture and Protect Agricultural Lands

The FVRD will work with member municipalities and electoral areas, Indigenous governing bodies, farmers and producers to support agriculture in the Fraser Valley, and to protect the region's agricultural lands from urban development, urban-rural interface challenges, and other growth-related pressures.

- Actions**
- > Implement a five-year regional recycling program of agricultural plastics, and promote the establishment of a province-wide agricultural plastics stewardship program
  - > Promote and implement the FVRD's *Solid Waste Removal Bylaw No. 1495* to redirect food and organic waste from landfills to composters and anaerobic digesters, for return to the soil for use in food production





## GROWTH MANAGEMENT

### PRIORITIES

#### Develop Regional Approach to Tourism

The FVRD will work with residents, stakeholder groups, member municipalities, electoral areas and Indigenous governing bodies to define and pursue a regional approach to tourism, including sustainable tourism, agri-tourism and other opportunities.

- Actions**
- > Participate in and support Destination BC's Fraser Valley Destination Management Council in its implementation of the *Fraser Valley Destination Development Strategy*, which includes *Experience the Fraser*





## GROWTH MANAGEMENT

### PRIORITIES

#### Integrate Regional Transportation and Land Use

The FVRD will work with member municipalities and electoral areas, Indigenous governing bodies, BC Transit and provincial agencies to ensure that investments in transportation throughout the region support the goals of the *Regional Growth Strategy*.

- Actions**
- > Explore options within existing FVRD services, through advocacy and under new initiatives to address North Side transportation issues
  - > Complete and advance implementation of the FVRD *Active Transportation Network Plan*
  - > Apply for grant funding to complete a *Rural Transit Needs Assessment and Action Plan*

#### Explore Regional Transportation Collaborative

The FVRD will work with the Ministry of Transportation and Infrastructure, local governments, BC Transit, TransLink and other partners to identify and explore regional transportation options, supported by transportation funding, that allow for the safe, sustainable and efficient movement of people and goods throughout the region.





## INDIGENOUS RELATIONS

### PRIORITIES

#### Nurture Strong Relationships Based on Reconciliation and Shared Goals

The FVRD will invest the time and resources necessary to nurture relationships with Indigenous governments and communities based on the principles of Reconciliation, and the pursuit of shared goals.

- Actions**
- > Develop and propose an Indigenous Relations Framework, with objectives and key actions, to build cultural awareness and to embed Reconciliation principles in FVRD decision-making
  - > Apply to the Community-to-Community Program to undertake C2C forums and advance Reconciliation through protocols, memoranda of understanding, service agreements and other tools
  - > Explore opportunities with Indigenous governing bodies on the provision of local services, the development and implementation of joint advocacy efforts, economic development opportunities, cultural learning programs, and projects





## INDIGENOUS RELATIONS

### PRIORITIES

#### Educate FVRD Directors and Staff on Reconciliation

The FVRD will provide opportunities for Directors and staff to learn about Reconciliation, including the Regional District's commitment to Reconciliation, the importance of the *United Nations Declaration on the Rights of Indigenous Peoples* to Reconciliation, and the use of *British Columbia's Declaration on the Rights of Indigenous Peoples Act* as the framework for Reconciliation.

- Actions**
- > Provide training for elected officials and staff related on relevant legislation, Indigenous culture, the fundamental rights of Indigenous Peoples, and the importance of robust government-to-government Indigenous relations





## WELLNESS AND PROSPERITY

### PRIORITIES

#### Enhance Fraser Valley's Position as Agriculture Innovation Hub

The FVRD will work with member municipalities and electoral areas, Indigenous governments, provincial agencies and the agricultural community to position the region as an Agricultural Innovation Hub, focused on optimizing food production and enhancing food security.

#### Improve Access to Health Services Throughout the Region

The FVRD, sitting as the Fraser Valley Regional Hospital District (FVRHD), will engage Fraser Health and community service groups in defining regional health needs, and advocating for enhanced access to health services throughout the Fraser Valley.

- Actions**
- > Engage Fraser Health in identifying regional health needs, and in setting health service priorities, including priorities for the use of FVRHD financial contributions
  - > Build in-house public health policy expertise to inform regional health perspectives, and to better participate in discussions on regional health needs and priorities





## WELLNESS AND PROSPERITY

### PRIORITIES

#### Capitalize on Opportunities for Social Connection

The FVRD will identify, pursue and capitalize on opportunities within existing FVRD services to connect people and build community.

- Actions** > Provide enhanced opportunities for residents to learn about, experience and connect with nature in FVRD's regional parks

#### Increase Accessibility for People of Different Abilities

The FVRD will work in collaboration with its Accessibility Committee and partner governments on the investments and changes needed to provide people of different abilities with the ability to access and benefit from Regional District facilities, parks and services.





## WELLNESS AND PROSPERITY

### PRIORITIES

#### Promote Coordinated Approaches to Homelessness and Related Challenges

The FVRD will convene, at the staff and elected levels, discussions aimed at supporting and coordinating the efforts of member municipalities and electoral areas in addressing homelessness and related social and health challenges.

- Actions**    >    Convene a staff-level regional forum on housing and homelessness





## WELLNESS AND PROSPERITY

### PRIORITIES

#### Coordinate Emergency Management

The FVRD will coordinate with member municipalities and electoral areas, Indigenous governing bodies, provincial agencies and communities in mitigating, preparing for, responding to and recovering from emergency events, including floods, wildfires, droughts, major accidents and others.

- Actions**    >    Initiate multi-party discussions on options to coordinate emergency planning and preparation throughout the region

